

Systems of Hope

Continuous Quality Improvement Plan



Revision No. / Date	Prepared by	Approved by
Draft A 12/16/2008	John Prior	
Draft B 05/04/2009	CQI Team	
Revision 0 08/24/2009	John Prior & Rebecca Johansson	CQI Team

I. Introduction

A. Description of Scope and Purpose

Harris County Systems of Hope (SOH) is designed meet the needs of Harris County children and youth with serious mental health needs and their families by creating a collaborative network of community-based services and supports using the systems of care framework. A plan of care is created for each family focusing on their strengths.

SOH utilizes a Systems of Care model, a philosophy of how care should be delivered. It is an approach to services that recognizes the importance of family, school and community, and seeks to promote the full potential of every child and youth by addressing their physical, emotional, intellectual, cultural and social needs.

The mission of Harris County Systems of Hope is to provide effective support and care which is family driven and youth guided to families and their children who are experiencing serious emotional and behavioral problems. The Harris County Systems of Hope utilizes integrated, holistic, and individualized methods based on strengths and an appreciation of the many cultures represented in our community.

Harris County Systems of Hope represents our confidence and commitment to restoring hope to the families we serve. We believe that with some assistance and determination, families will increase their capacity and become empowered.

Through our program we **must and will**:

- Serve children and youth with severe emotional disturbance.
- Offer services using a Wrap Around process.
- Infuse the principles of family driven and youth guided in all aspects of our program.
- Focus on the strengths of the family when designing their individualized plan of care.
- Learn and respect cultural & linguistic competence when planning programs, providing services, marketing, and recruitment.
- Provide timely services that involve interagency collaboration.
- Offer evidence based practice.
- Target services that are least restrictive, community-based, and easily accessible by our youth and families.

The System of Hope Continuous Quality Improvement Plan is designed to promote excellence and continuous improvement within System of Hope. The approach is the promotion of a broad-based, organization wide process that is inclusive of staff, families, youth, and other community stakeholders.

- Promote system of care strategies, values, principles, and goals
- Promote system of care values in performance, service delivery, and family and youth outcomes

B. Responsibility for Oversight

The SOH Continuous Quality Improvement Plan is an ongoing, systemic process that provides a measurable account of programs and services provided by Systems of Hope. The overall purpose of the plan is to use data to identify areas of needed improvement and implement improvement plans in support of achieving performance targets, program goals, client satisfaction, and positive client outcomes.

Systems of Hope Continuous Quality Improvement Plan

The Systems of Hope Continuous Quality Improvement Team is responsible for the development of the SOH CQI Plan and monitor its application. This plan will describe the process variables that will be tracked and reported on that will help to monitor the implementation of the project. The Plan will also describe how reports will be shared and the feedback to be considered in improvement of the service delivery, fidelity to the implementation plan, comparative benchmarking, and attention to the goals of the project. Other responsibilities may include;

- Verify the model and measure various improvements or changes
- Gather data from national evaluation reports and programs
- Collect relevant aggregate and trend data
- Provide reports, and when appropriate findings or recommendations, to relevant portions of the organization, including but not limited to program management, SOH Committees, or the SOH Governing Board.

The Systems of Hope CQI Team is comprised of family members, youth, staff representatives from HCPS and SOH, and representatives from community partners. It shall meet on no less than a quarterly basis. It provides information and recommendations to the SOH Program Director and the SOH Governing Board.

The SOH Program Services Manager is responsible for the day to day implementation of the SOH CQI Plan. The Program Services Manager reports directly to the SOH Program Director.

C. Stakeholders:

<i>Stakeholder Group</i>	<i>Involvement in CQI Process</i>
Families/Caregivers	
Youth	
System of Hope Governing Board	
Community Partners	
Family Run Organizations	
Service Delivery Providers	
System of Hope Staff	
Funders	

II. Measures and Outcomes

A. Long Term Strategic Goals

Vision: An accepting and embracing community that promotes optimal development and emotional well-being of all children and their families through the creation of a successful, accessible, and integrated care system.

Mission: To provide effective support and care which is family-driven and youth-guided to families and their children who are experiencing serious emotional and behavioral problems. Harris County Systems of Hope will utilize integrated, holistic, and individual methods based on strengths and an appreciation of the many cultures represented in our community.

Guiding Principles:

- Individualized and flexible services provided in the least restrictive, most inclusive environment.
- Youth-guided, family-driven, and strengths-based
- Community level management and decision making
- Culturally and linguistically competent services
- Inter-agency collaboration
- Home, community, and school-based service delivery
- Easily accessible services (no limitation due to location, mobility, scheduling, cost)

Goals:

1. System Level: The community-wide care system will be transformed so that resources from all levels will be integrated for the efficient and effective delivery of family-driven, youth-guided services and supports that promote the overall well being of children and families.
2. Practice/Support Organization Level:
 - Collaborative care for children will be individualized and effective
 - Family involvement and choice will be expected and respected.
3. Child and Family Level:
 - Families will experience positive behaviors and satisfying relationships that provide mutual support and encouragement of their individual development.
 - Children will demonstrate positive behaviors and social competencies that will contribute to their successful development and functioning

B. Program and Service Delivery Measurements

The SOH CQI Plan sets forth the purpose and scope of CQI activities, and establishes how SOH plans to periodically review essential processes, and outlines the methods and timelines for monitoring and reporting activities. The Plan identifies internal and external stakeholders, and how they will be involved in the CQI process. The day-to-day coordination and implementation of the CQI activities is the responsibility of the SOH Program Services Manager.

Quality indicators are selected by System of Hope CQI Team based on understanding of high performance connects logically to effective service delivery, program results, and client outcomes. Such decisions are based on an understanding of evidence-based practices and the application of these best practices within the existing service environment

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The CQI Plan also describes how valid, reliable data will be collected and used on a regular basis to advance monitoring of actual versus desired program functioning, quality service delivery, measurable program results, family and youth satisfaction, and family and youth outcomes. A broad range of internal and external data sources shall be considered when deemed useful in the effort to improve services to families.

The SOH/CQI Team shall be responsible for monitoring and evaluating these program performance measures, and shall modify the Plan as it seems appropriate to promote improvements in program effectiveness and efficiency within the scope of responsibilities as assigned by the SOH Governing Board. Review and modification of the Plan shall occur at least annually.

Family Case Records: SOH shall review family case records on a quarterly basis to evaluate the presence, clarity, and continuity of required documents. The case record review system will review family case records objectively, avoiding conflicts of interest, including the use of a case tracking audit form that defines and tracks vital documents and elements.

Family & Youth Satisfaction: Family and Youth satisfaction is tracked on a quarterly basis through the CQI Progress Report from the SAMHSA System of Care National Evaluation Team. The SOH Evaluation Team operated by DePelchin Children's Center collects this information and submits its data monthly to the National Evaluation database.

C. Reporting Data

Program Output Data will be aggregated by SOH staff on a monthly basis. Service Delivery Measures, Client Outcome, Consumer Satisfaction, Case Record Reviews, Risk Management, and purchased services data will be aggregated on a quarterly basis.

Data sources shall focus on developing local data collection tools and instruments. This includes but is not be limited to data from the HCPS ELOLV Data Management System, client case records, and other forms of documentation developed by the program to collect data identified in the CQI Plan.

Monthly output data is collected by the program. Selected output data is provided to the HCPS Program Improvement and Technical Assistance Team is available for the SOH Governing Board and will be included in the HCPS Monthly Program Report. CQI Program Performance Charts are submitted quarterly to the CQI Team. Narrative reports to the SOH/CQI Team are also required for information that is not able to be collected in a quantitative manner, or to provide justification of data abnormalities.

D. Data Review and Analysis

Review and analysis of monthly statistics and quarterly CQI should be conducted by SOH Senior Management staff on a regular basis. SOH staff determines the most appropriate response to identified concerns, and evaluates if a particular change that is implemented is an improvement. Performance and outcome data are reviewed by the CQI Team on a regular basis to review and discuss the results of implementing improvements to inform future decision making, and expectations are revised based on what is learned.

E. Communicating Results

SOH and the SOH CQI Team is responsible for communicating with staff, the SOH Governing Board, and other community stakeholders about the achievements relative to desired outcomes, indicators, benchmarks, or targets established by the project. The System of Hope CQI process should identify strengths and areas of positive practice that can be spread easily throughout the program through existing or newly instituted feedback loops.

The SOH/CQI Team submits findings and recommendations to the SOH Program Director on a quarterly basis. When findings are determined to be policy oriented findings and recommendations will submit information to both the SOH Program Director and the SOH Governing Board, or to the appropriate SOH committee responsible for that related area of concern.

F. Using Data for Implementing Improvement

The CQI program for SOH is designed to provide an outline of actions to be taken to identify areas of needed improvement, implement the improvement on a small or broad scale, review the results, modify or discontinue the improvement process, and keep staff informed during the process.

Upon receiving findings and recommendations from the CQI Team the SOH Program Director has 10 working days to review the information. If the Director is in agreement with the findings or recommendations appropriate action plans or steps should be implemented to address any identified concerns. If the Director is not in agreement with findings or recommendations they should submit a written justification for the disagreement to the Chair of the CQI Team within 10 working days. A meeting between the Director and the Chair will be held to discuss the disagreement and seek a satisfactory resolution. The CQI Team will be advised of any disagreements and their resolution at regularly scheduled Team meetings.

G. Assessment of the Effectiveness of the CQI Process

Annually the CQI Team will submit to the SOH Governing Board a summary of CQI activities and accomplishments for the past 12 months. This annual review includes an assessment of the utility of the CQI program, including any barriers and supports for implementation.

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Systems of Hope CQI Operational Plan as of 8/12/2009								
What is being measured	Data Source(s)	Who is responsible	How / Frequency	Tool / How will data be collected	How / Who will data be aggregated and reports generated / In what format	Who / When will results be reviewed and interpreted	Who / When will make recommendations and to whom.	Who will implement / Oversee recommended changes
Service Delivery Measures								
1. Participation levels of external community resources	Child & Family Team Meeting Sign-In Sheets	Family/Child Team Staff	At each Family/Child Team Meeting	Data from Sign-In Sheets will be entered into EVOLV by Family/Child Teams	Monthly Reports Quarterly Reports Program Operations Manager	Monthly Reports submitted to SOH Management Quarterly Reports submitted to CQI Team	Management Team reports to SOH Governing Board CQI Team reports to SOH Management	SOH Management Team
2. Informal Support Rate	TBD							
3. Timeliness of Services/ Average Number of Days								

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Program and Family Outputs / Outcomes								
Program Outputs								
# of Case Referrals	EVOLV Referral to Program Report (Internal)	SOH Staff	Data Collected on a Monthly Basis	SOH Staff collects data from EVOLV Data Management System	HCPS Monthly Board Report	Monthly review by SOH Senior Management	CQI Team submits recommendation to SOH Program Director	SOH Staff
# of Families Served	EVOLV/ Aggregate Enrollments, Unduplicate d Summary by Program				SOH/CQI Quarterly Program Performance Chart	Quarterly by SOH/CQI Team		
# of Enrolments					Program Operations Manager			
# of Case Closures								
Average Length of Services	EVOLV/ Program Status Report	SOH Staff	Data Collected on a Quarterly Basis	SOH Staff collects data from EVOLV Data Management System	SOH/CQI Quarterly Program Performance Chart Program Operations Manager	Quarterly by SOH/CQI Team Monthly review by SOH Senior Management	CQI Team submits recommendation to SOH Program Director	SOH Staff

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Outcomes								
Agency Involvement in Treatment Planning	TBD							
Stability in Living Situation. Intake to 6 months	TBD							
Utilization of Flex Funds	HCPS/SOH Financial Statements EVOLV	HCPS Fiscal SOH Staff	Quarterly	Wraparound Services Report EVOLV/Case Services, Flex Funds Reports	Fiscal generates reports indentifying expenditures EVOLV identifies number of families receiving Flex Fund Services	SOH responsible for collating information into quarterly Performance Chart	SOH CQI Team will review Chart, make recommendations to SOH Management as needed	SOH management reviews CQI Report, determines appropriate action plan.
Customer Satisfaction								
SOH Family and Youth Satisfaction Survey	SOH Survey Instrument	Approved Implementation Plan Program Operations Manager	At least annually	Survey Instrument will be implemented by SOH	Operations Manager will collate information	Data will be reviewed by the CQI Team	CQI Team will make recommendations to SOH Management Team	SOH Management Staff will implement approved changes CQI Team will monitor progress